

Watertown Free Public Library
Performance Evaluation of Library Director, Leone Cole
June 2013

The Trustees of the Watertown Free Public Library have conducted an assessment of Leone Cole's performance as Library Director. We include the following as integral parts of this evaluation:

- Library Director's Self-Assessment
- Director's future goals and objectives

The Trustees reviewed the Director's performance in the following broad areas of responsibility:

Overall Planning for Institution: The Director's performance in this area has been outstanding. Ms. Cole has stressed the Library's long range planning efforts, with the implementation of the FY12-FY16 Long Range Plan as a significant accomplishment. In addition, Ms. Cole reinforces a planning culture within the Library, into daily operational details, and individual programs. Ms. Cole has maintained that the Library keeps pace with technology for the staff and patrons including document scanners, eBook readers, and other portable devices, etc.

Fiscal Management: The Director's performance in this area has been outstanding. Under Ms. Cole's management, the Library lives within its limited budget. Many potential problems are addressed in the capital budget improvement process. Ms. Cole has made responsible decisions especially in the personnel area, to keep the Library on an even fiscal keel. Her budget management has given the Town Manager and Town Council confidence to provide slight budget increases during the past several years. Ms. Cole was instrumental in maintaining funding from the Town Manager and Town Council for extra hours on Friday evenings throughout the year - a very successful service for the public. We support Ms. Cole's efforts to procure additional funding for expanded hours on Saturdays and Sundays, especially during the summer. A special note: public printing is a self-sustaining system through the revolving fund.

Staff Management: The Director's performance in this area has been very good. She has shown sound judgment in hiring and developing a strong performing team. She has worked successfully toward clarifying and opening lines of communication with Project Literacy staff and volunteers. Ms. Cole has also enabled staff members to pursue their personal and professional goals within the Library through promotions and shifts to other positions. Ms. Cole's selection of Caitlin Browne, former head of the Children's Dept., for Assistant Director, is an excellent example of promoting within the Library. Although funds are limited, Ms Cole has stressed professional development for staff. The Watertown Library is a proven training ground for librarians; many staff move on to higher positions in other library systems. Long term employees especially need encouragement to grow their skills and to attend professional meetings and take courses.

Leadership: The Director has been a strong leader at the helm of a complex organization, made even more so by the extended Library hours. The Town Manager, the Town Council, the School Committee and School Department as well as the Library staff, the Library Trustees and the Watertown community rely on Ms. Cole to provide her positive, reliable, realistic, and principled perspectives to keep the Library on track and moving forward.

Community Development: The Director's work in this area has been very good. Ms. Cole and her staff collaborate with the Town in a variety of ways, ranging from assisting with the Town's financial presentation at budget hearings, projects with the Historical Society, to working with schools on their summer reading lists for students. The "One Book One Watertown" program, now in its sixth year, has been well received. There are over 50 different community associations that use the Library for meetings and gatherings. Ms. Cole also structured the Long Range Planning process so there was significant input and involvement from the community. Her work has helped the Library to be responsive to the needs of a very diverse population. She stresses to the staff that the mission of the Library is to provide the best service to all patrons. The new Customer Service Standards, approved by the Trustees, March 5, 2013, exemplify her commitment to the public.

Fundraising/Friendraising: The Director's work in this area has been good. She works closely with, and encourages the Building Committee's efforts. The Trustees acknowledge the challenge in garnering community enthusiasm for contributing to "maintenance" versus "new projects," especially in our difficult economy. The Library continues to attract volunteers of all ages to contribute many hours of work for the community. The Trustees applaud the Director, the Children's Department, and the Building Committee for organizing two Mini Golf fundraising events at the Library, both of which attracted many community members and children, and raised awareness for the need of funding technology, programs and furniture.

Working with the Trustees: The Director's work in this area has been outstanding. She does an excellent job in following up on Trustees' issues and questions. She consistently enforces the policies set by the Trustees, often under trying circumstances. Ms. Cole makes sure the Trustees are well-informed, particularly through the monthly meeting agendas. The Trustees value the in-depth discussions with the Director, which lead to developing the best solutions for difficult situations. Ms. Cole's candor, cooperation and honest engagement with the Trustees are key to our efforts to best serve the citizens of Watertown and to fulfill our *civic* responsibilities.

Professional Awareness: Ms. Cole does an outstanding job in keeping the Library up to speed on best practices and innovation. The increasing availability of eBooks, and the trend toward self-publishing, are notable examples. She has also done an excellent job in making sure the Library staff develop their own professional awareness.

In Summary

The Trustees of the Watertown Free Public Library continue to be very satisfied with Leone Cole's performance as Library Director. Under her skilled leadership, the Watertown Free Public Library not only runs smoothly, but to continues to develop to meet the changing and growing needs of the Watertown community. Her strong fiscal management skills and creative solutions have allowed the Library to thrive within limited resources.

The Trustees extend their sincere thanks and appreciation to Leone Cole for her service as Library Director and to the Watertown community.

Trustees of the Watertown Free Public Library

Michael Hanlon, Chair

Raya Stern Treasurer

Gracemarie LeBlanc, Vice Chair

Katherine Button, Secretary

Timothy Tracy

Christopher Beach

I have reviewed this evaluation

Leone E. Cole, Library Director

Date